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28 January 1955

A RESUME OF THE JUNIOR OFFICER TRAINING PROGRAM

1. Shortly after General Smith became Director of Central Intelligence, he recognized a need to establish a corps of very able, young officers who wished to make a career of intelligence and who with training and experience would be qualified in their maturity to assume responsible positions in the Agency. The establishment and direction of the JOT Program, calculated to carry out this concept, were two of the major objectives assigned to Mr. Baird when he became Director of Training. The mission of the Program is to identify, select, train for Career Service, and recommend placement of promising, highly qualified, young people. The first group of employees entered it in January 1951.

2. Intelligence is a profession highly technical in its operations and the requirements levied upon those carrying out its various functions. There are no "graduate schools" to prepare people specifically for this profession, and we, therefore, have to build on the academic background of those coming into the Program in training them for their careers.

3. To identify and select candidates is an extensive program in itself. In addition to the professional recruiters, forty-four University Consultants in forty-three selected institutions scattered about the U.S. have been appointed to assist in recruitment of JOT's. These "spotters" refer desirable candidates to the regular recruiters who, in turn, interview candidates and make appropriate recommendations to this Program.

4. Since, in addition to desirable personality, interest in this type of service, and executive potential, a prime requisite for admission to the Program is high-quality mentality, it is not easy to recruit suitable candidates. To generalize, it is fair to say that there are very few JOT's who have made less than a "B" average in college. About 40% of our present group hold a Bachelor's Degree, 40% hold a Master's Degree, and 20% hold two Bachelors' Degrees (i.e., A.B. and LL.B) or the Ph.D.

5. Once recommended to and approved by this Office, candidates are given exhaustive intelligence, personality, and "work attitudes" tests by the Assessment and Evaluation Staff, lasting nearly a full day; are interviewed personally by me or my Deputy, [redacted]; and are given 25X1A full pre-employment physical examinations, since they must be eligible for overseas duty. Furthermore, they must be declared eligible by the Security authorities to handle unusually sensitive materials. As a result of this series of careful screenings, we are able to assure ourselves (and the candidate as well) that those selected undoubtedly have the ability to be successful in this work. This is an important factor when it comes time for the candidate to decide on whether or not he will accept employment with us.

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11. From this point programs for all JOT's are worked out on an individual basis, taking into account all we know about each of them. This includes the evaluation of his assessment, test results, his performance in various courses, reports on his abilities and aptitudes from his instructors, and our own knowledge of his interests and attitudes as gained through frequent interviews.

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12. Before giving him on-the-job training, we discuss with his intended supervisor the objectives of the JOT Program and work out a detailed, tailored program of substantive training. This includes stated objectives, the method of how they shall be accomplished, a tentative timetable of assigned duties and any training courses (including the study of foreign language) which may be required. After placement in this training job, a detailed record is kept of his performance in the form of monthly progress reports from the individual and quarterly reports from his supervisor. Steady and frequent personal contacts are maintained with him.

13. These tailored programs involve training in depth rather than breadth. We believe in mastery and also in giving the individual "something to put his teeth into." But sometimes, depending on the qualities of the individual, we give him an "over-all" view of an activity before demanding the depth which all must eventually achieve.

14. Throughout this training period, generally lasting from eighteen to twenty-four months, the JOT remains on our Table of Organization. In exchange for training the subject, the supervisor receives an able, fully cleared, potentially effective, young person who, after a brief period of orientation to the office, produces substantive work which is valuable to the Agency. In the end the Agency has available an individual trained in basic techniques, ready to enter specialized work, and established in the profession, and qualified for advanced training or to undertake crash requirements.

15. At present the demands for JOT's far exceed our ability to fill them.

16. In addition to the high-quality performance of the Trainees themselves, the success of the Program depends, in my opinion, upon

- a. high standards of selection
- b. accurate analysis of each Trainee's abilities
- c. careful development of individual training programs
- d. identification of high-grade supervisors
- e. close contact with the various components of the Agency to anticipate future needs as well as to identify excellent training opportunities
- f. close and steady personal contact with each Trainee

17. At present we are servicing 103 people in various stages of the Program.



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Approved For Release 2002/05/06 : CIA-RDP78-03571A000200020002-1

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